

Cabinet Agenda

Members of Cabinet:

Cllr S Vincent Chairman (Leader)	Policy
Cllr T Mancini-Boyle (Deputy Leader)	Finance
Cllr J Copplestone	Economic Development
Cllr J Emsell	Transformation and Organisational Development
Cllr J Leggett	Environmental Excellence
Cllr F Whymark	Communities, Housing and Planning

Date & Time:

Tuesday 20 September 2022 at 6.00pm

Place:

Council Chamber, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, NR7 0DU

Contact:

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Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:

<https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng>

If a member of the public would like to attend to speak on an agenda item, please email your request to committee.bdc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Thursday 15 September 2022.

AGENDA

1.	To receive declarations of interest under Procedural Rule no 8	4
2.	Apologies for absence	
3.	Minutes of meeting held on 19 July 2022	6
4.	Matters arising therefrom (if any)	
5.	Public Speaking	
	To consider representation from the members of the public who have expressed the wish to convey their views on items on this Agenda.	
	In accordance with the Constitution a period of 3 minutes is allowed per member of the public.	
6.	Representations from Non-Cabinet Members	
	To receive the views from non-Cabinet Members on items on this agenda. Members are reminded to advise the Leader if they wish to attend and speak at the meeting.	
	In accordance with the Constitution a period of 3 minutes is allowed per non-Cabinet Member.	
7.	Overview and Scrutiny Committee	
	Cabinet will be advised of the views expressed by the Committee at its meeting on 13 September 2022 in relation to items on this Agenda.	
8.	Service Improvement and Efficiency Committee Minutes	
	To receive the Minutes of the meeting held on 24 August 2022.	16
9.	Environmental Excellence Policy Development Panel Minutes	
	To receive the Minutes of the meeting held on 25 August 2022.	23
10.	Using Intelligence to Achieve a First-Class Customer Service	28
11.	Annual re-ratification of Strategy for Norfolk Strategic Flood Alliance	39
12.	Public Space Protection Order - Dog fouling	47

13.	Awarding of contracts in relation to the mobilisation of the Horizon Centre	56
14.	Forward Plan	60
15.	Exclusion of the Press and Public	
	The Chairman will move that the press and public be excluded from the meeting for the remaining items of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.	
16.	Stray Dog Collection Contract	64
17.	Options On Provision of a Future Fraud Service	68

Trevor Holden
Managing Director

DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

<p>Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.</p>
<p>Does the interest directly:</p> <ol style="list-style-type: none"> 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in <p>If the answer is "yes" to any of the above, it is likely to be pecuniary.</p> <p>Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.</p>
<p>Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above?</p> <p>If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.</p>
<p>Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.</p>
<p>Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.</p>

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST
INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



CABINET

Minutes of a meeting of Cabinet held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, on Tuesday 19 July 2022 at 6.00pm.

Cabinet Members Present:

Councillors: S Vincent (Chairman), T Mancini-Boyle (Vice-Chairman), J Copplestone, J Emsell, J Leggett, and F Whymark.

Apologies:

Councillor: I Moncur

Officers in Attendance:

The Managing Director (T Holden), the Director of Place (P Courtier), the Director of Resources (D Lorimer), the Director of People and Communities (J Sutterby), the Chief of Staff and Monitoring Officer (E Hodds), the Assistant Director for Planning (H Mellors), the Assistant Director of Individuals and Families (M Pursehouse), the Assistant Director Economic Growth (G Denton), the Assistant Director for Regulatory (N Howard), the Market Town & Business Development Service Manager (D Disney), the Housing and Wellbeing Senior Manager (R Dunsire), the Programme Manager – Economic Growth (D Ballie-Murden), the Strategic Growth Projects Manager (N Cunningham), the Environmental Protection Manager (A Grimley) and the Democratic Services Officer (LA).

16 DECLARATIONS OF INTEREST

No declarations of interest were made.

17 APOLOGIES FOR ABSENCE

An apology for absence was received from Cllr I Moncur.

18 MINUTES

The minutes of the meeting held on the 14 June 2022 were agreed as a correct record and signed by the Chairman.

19 OVERVIEW AND SCRUTINY COMMITTEE

The Leader announced that the Chairman of the Overview and Scrutiny Committee was unable to attend the meeting and had given his apologies. He advised Cabinet that the views expressed by the Committee when it reviewed the Cabinet Agenda on 12 July 2022, had not varied from the original recommendations.

20 PLACE SHAPING POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the meeting of the Panel held on 13 June 2022.

21 ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the meeting of the Panel held on 23 June 2022.

22 ECONOMIC SUCCESS POLICY DEVELOPMENT PANEL

Cabinet received the minutes of the meeting of the Panel held on 27 June 2022.

23 GREATER NORWICH LOCAL PLAN GYPSY AND TRAVELLER FOCUSED CONSULTATION

This item was withdrawn from the Cabinet agenda prior to the meeting.

24 CITY DEAL BORROWING AND THE ESTABLISHMENT OF THE GREATER NORWICH STRATEGIC INVESTMENT FUND

The Director of Place introduced the report which provided the background to the City Deal borrowing and gave details of the governance, legal and administrative arrangements that would be required for a proposed recyclable programme of funding to support local infrastructure projects.

The Director of Place gave an overview of the purpose of the proposals which were essential to creating a borrowing facility so that the Greater Norwich Growth Board (GNGB) partners had the opportunity to draw down funding to enable them to provide financial support to infrastructure projects within their jurisdiction. Repayments for the funding provided would then be taken from the pooled CIL funds to which all partners contributed and so repayments to the Treasury would be from the shared “pot”.

Members noted that the proposals needed the support of all partners of the GNGB and also required an accountable body which would be Norfolk County Council. Ultimately, when a developer/landowner repaid the funding provided to them via this facility, their repayments would be made to the newly established Strategic Investment Fund (SIF), thereby creating a recyclable pot of funding for the future projects.

The Portfolio Holder for Housing and Wellbeing supported the proposals, explaining that they would allow the flexible use of funding within the district.

In response to a question raised by the Portfolio Holder for Finance regarding whether the legislative changes to the Minimum Revenue Provisions (MRP) noted in paragraph 11.5 of the report, would impact on future borrowing, the Assistant Director for Finance confirmed that he was not aware of any changes which would affect the Council moving forward with the scheme.

The Portfolio Holder for Environmental Excellence queried whether Norfolk County Council could use the scheme for one of its own projects and Cabinet noted that although this was a possibility, the structure of the scheme encouraged projects from the district-level authorities. In response to a further question regarding the LEP, the Director of Place explained that it would be highly unlikely that the LEP or Norfolk County Council would be the lead authority on a project.

During the discussion, the Portfolio Holder for Economic Development queried who from the Greater Norwich Growth Board would have the final sign-off, and the Director of Place confirmed that it would be a unanimous decision from the Growth Board.

The Portfolio Holder for Transformation and Organisational Development supported the proposed scheme and asked whether this would affect the Public Works Loan Board. Cabinet noted that it would not be affected and would provide security for the funds.

Following a show of hands, it was unanimously;

RESOLVED

To Recommend that Council:

1. Gives authority to Norfolk County Council, as the Greater Norwich Growth Board's Accountable Body, to drawdown up to £20m from the Public Work Loans Board to create a recyclable fund to support local infrastructure projects as agreed in the Greater Norwich City Deal, subject to the following conditions:
 - The loan is used to create a fund, which will accelerate the delivery of infrastructure projects within the parameters defined within Community Infrastructure Levy legislation.
 - Repayment to be made from the Infrastructure Investment Fund pooled CIL.
 - The fund will be available to any of the Greater Norwich partners acting as lead authority and secured in a borrowing agreement with Norfolk County Council, which will include an agreed repayment schedule and back stop date.
 - Repayments from the lead authority would be made into a new recyclable Strategic Investment Fund.
 - Due diligence and legal arrangements regarding the beneficiary project will be the responsibility of the lead authority.
2. Agrees the draft legal agreement that will commit future pooled Community Infrastructure Levy income as repayment against the drawdown of up to £20m through

the Greater Norwich City Deal (amounts will be drawn in stages see Appendix D and E)

3. Subject to recommendation 2, upon each staged drawdown totalling no more than £20m, the GNGB to be granted delegated authority to sign the legal agreement together with their s151 officers, under the direction of Norfolk County Council as the Accountable Body and in accordance with their signed Joint Working Agreement
4. Agrees that the GNGB be given delegated authority to manage the allocation of the City Deal borrowing and later, governance of the Strategic Investment Fund in line with the draft Terms of Reference - Appendix A and B.

Reasons for Decision

To enable the accelerated delivery of major strategic infrastructure projects to support housing and employment growth across the Greater Norwich area, providing site specific funding support to enable infrastructure to be delivered quickly and in advance of any specified development trigger points.

The proposal will enable the scope of beneficiary infrastructure projects to be extended beyond that currently allowed by the IIF, whose use is restricted by CIL legislation.

25 ENFORCEMENT POLICY

The Assistant Director for Regulatory introduced the report and outlined the key principles for the new overarching Enforcement Policy, the aim of which was to cover all the key areas to ensure legislation was followed for all general enforcement issues. Officers explained that there were specific areas of legislation individual to each service, for example, planning, and food hygiene would then be dealt with by specific, thematic and detailed policies.

Cabinet noted that the legal team was currently reviewing the new policy, and an additional recommendation was required to enact any amendments advised by them.

The Portfolio Holder for Environmental Excellence welcomed the report but requested stronger wording within the Adult Safeguarding section. The Assistant Director for Regulatory confirmed that officers would look into the request and amend it where appropriate.

In supporting the recommendations, the Portfolio Holder for Housing and Wellbeing added that the new document gave structure to service areas going forward. Following a show of hands, it was then;

RESOLVED

To Recommend that Council:

1. Agrees to the adoption of the proposed over-arching Enforcement Policy at Appendix 2 to replace the existing overarching enforcement policy, retaining as separate documents its other existing thematic enforcement policies, and;
2. Delegates authority to the Assistant Director for Regulatory in consultation with the Portfolio Holder for Environmental Excellence to enact any amendments advised by the legal team following the completion of their review.

Reason for Decision

Adopting the policy will update the Council's provisions, supporting good regulation and positive enforcement.

26 ECONOMIC GROWTH STRATEGIC PLAN

Cabinet considered the report which detailed the proposed Broadland Economic Growth Strategic Plan 2022 – 2027 and sought the Council's endorsement of the Plan.

Members noted that the Plan and the summary document had been considered at several Economic Success Policy Development Panel meetings, with the suggested revisions included in the final Plan. Work had been carried out with external partners and built into the proposed Plan, and officers confirmed that, if approved by Council, the summary document would be used and promoted externally.

The Assistant Director for Economic Growth further explained that the external document showed the ambitions of the Council's Delivery Plan and would help promote job opportunities in the district.

The Portfolio Holder for Economic Development welcomed the report and proposed the recommendation under the caveat that minor amendments to the external document could be made before the report went on to Council, and this was agreed.

After officers had responded to further questions regarding work with external partners and environmental issues, it was then;

RESOLVED

To Recommend that Council

Approves and adopt the Economic Growth Strategic Plan 2022 – 2027 and use of the Broadland Summary as an externally facing document subject to minor alterations agreed by the Assistant Director for Economic Growth and the Portfolio Holder for Economic Development.

27 SHARED PROSPERITY FUND – INVESTMENT PLAN

Members considered the report which explained that to access Broadland's UK Shared Prosperity Fund (UKSPF) allocation, an investment plan needed to be submitted setting out measurable outcomes that reflected local needs and opportunities. The report proposed

Governance arrangements to ensure expenditure met the requirements of the funding and requested that delegated authority be given to finalise and submit an investment plan within the required timescales.

The Strategic Growth Projects Manager outlined the recommendations in the report and summarised the key issues. As with all district councils, Broadland had been awarded an allocation of funding via a funding formula. The proposal was to focus on three principal interventions, building on existing work streams to maximise the impact of funding and better secure the delivery of outcomes within the required timeframe. As there was no ability to carry forward any underspends, careful consideration of spent profiles was needed.

Members noted that the three areas being funded included: Communities and Place (pride in place work programme), Support for Local Business (Cambridge Norwich Tech corridor work programme) and People and Skills (apprenticeships work placements and a council-led training offer). Discussions were ongoing with other Districts, County Council and with the LEP regarding wider possibilities.

The Portfolio Holder for Economic Development advised Cabinet that the first board meeting had taken place and that details could be accessed by members. During the discussion, it was agreed to amend the first recommendation to include details of the thematic areas of the investments, to provide more clarity.

In response to a query regarding the references to blue space in the report, officers explained that it related to the water courses/bodies, wildlife, and biodiversity.

The Leader noted that section 4.10 regarding capital and match funding concerning the town and parish councils, was not part of the Council's community infrastructure funding scheme and would need to be reviewed at a future date.

A suggestion was made regarding section 4.4 on Town and Parish Council mutual aid groups, to review the governance of each group in order to ensure that the groups were operating correctly. It was then;

RESOLVED

1. To approve the principal areas of investment as set out in 1.2 which highlights the thematic elements of where the money is to be spent in relation to communities and place, support for local business and people and skills.
2. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the sign off and submission of a three-year investment plan to meet the requirements of the UKSPF.
3. Delegate to the Director of Place to finalise the initial and ongoing Governance arrangements for the UKSPF.
4. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, to make any non- substantive

changes to the investment plan as required the Department of Levelling up Housing & Communities and to sign the contract and accept the terms of the UKSPF, subject to appropriate legal advice.

5. Delegate to the Director of Place, in consultation with the Section 151 Officer, the Managing Director and the Leader of the Council, for the commitment and expenditure of the Council's allocation of UKSPF in line with the investment plan.

Reason for Decision

To ensure access to Broadland's UK Shared Prosperity Fund (UKSPF).

28 NORFOLK STRATEGIC FUND GRANT: BUSINESS BUILDER

Cabinet considered the report which sought endorsement for the delivery of a suite of interventions to complement the Council's business support offer, enabled by the Norfolk Strategic Fund (NSF). The report requested authority to be delegated to the Assistant Director for Economic Growth, in consultation with the Portfolio Holder for Economic Development to use the grant monies in support of the Business Builder programme outlined in the report.

The Portfolio Holder for Economic Development commended the report and drew attention to the opportunities the Council could offer in helping new businesses, alongside the use of the Council's training facilities at Carrow Breck House.

In response to a query, it was confirmed that the programme would not be running in the South Norfolk district. The Portfolio Holder for Finance added that with this in mind, regular reviews of officers' time would need to take place on the management of the scheme.

Discussion turned to recommendation two in the report and the balance of the grant monies within the programme. The Portfolio for Finance explained that it was her understanding that if any of the money allocated within table two was not utilised, officers would be able to redistribute the funds to ensure it was spent.

Offices confirmed that the total funds would not change, but the allocation of the money within the sections in table two could be amended to suit the business's needs. This would allow flexibility within the scheme and help to provide the best support for businesses in the area.

With advice from the Monitoring Officer, recommendation two of the report was amended to provide further clarity on where grant funds could be spent.

In response to a query, officers confirmed that grant funding to the sum of £428,527 was available to the scheme. Following a show of hands, it was;

RESOLVED

1. To endorse the proposed revised programme of activity to be funded from the Norfolk Strategic Fund grant.
2. To agree to delegate authority to the Assistant Director of Economic Growth, in consultation with the Portfolio Holder for Economic Development to determine the best use of the revised programme of funding at table two to ensure the grant is correctly used.
3. To agree to officers submitting a variation request to the Norfolk Strategic Fund for the new programme of work detailed in the report.

Reasons for Decision

To deliver a targeted, wrap around support programme to businesses.

29 FORWARD PLAN

The Portfolio Holder for Environmental Excellence noted that an additional two items needed to be added to the Plan concerning the Refurbishment of the Depot and the refresh of the Environmental Excellence Strategies. Officers confirmed that the Forward Plan would be updated to include these reports.

30 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting for the remaining item of business because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

31 GARDEN WASTE DISPOSAL CONTRACT PROCUREMENT

The Director for People and Communities introduced the exempt report which looked at the Garden Waste Disposal Contract procurement. The report set out the findings from the exercise and set out options for the Council going forward.

Cabinet noted some further information regarding financial aspects and contract parameters highlighted by the Portfolio Holder for Environmental Excellence.

Following a show of hands, it was unanimously:

RESOLVED

To agree to the recommendations laid out in the exempt report.

Reason for Decision

To facilitate the provision of the Garden Waste Disposal Contract in the District.

32 THORPE LODGE – OPTIONS FOR THE SITE

The Director of Resources introduced the exempt report which detailed future options for the Council's current operational site, Thorpe Lodge. Cabinet noted that the report outlined the top three market-led options, all of which required the marketing of the site due to planning policy requirements.

The Leader of the Council reaffirmed that the paper sought agreement only to market the site and was not an agreement to a specific sale.

During discussion, officers highlighted key stages of the project to members and the processes which needed to be followed for the project to progress. It was then;

RESOLVED

To agree to the recommendations laid out in the exempt report.

Reason for Decision

To resolve the future of the Thorpe Lodge site at pace to ensure best value for taxpayers and to comply with planning policy as part of the process.

33 PROPOSED PURCHASE OF AN EMPTY HOME

The Assistant Director for Individuals and Families presented the exempt report which detailed a proposed purchase of an empty home within the district.

The Assistant Director for Individuals and Families advised that the Council had sought legal advice on how to proceed with the case to ensure all parties were treated fairly.

During discussion, Cabinet noted further details on the process and desired outcomes regarding the report proposals, and it was then

RESOLVED

To agree to the recommendations laid out in the exempt report.

Reason for Decision

The property is a wasted asset in the community which could provide accommodation to a family in need.

34 TEMPORARY ACCOMMODATION – PURCHASE OF PROPERTY

The Housing and Wellbeing Senior Manager introduced the exempt report regarding the purchase of an empty property for use as temporary accommodation. He explained that

the Council had seen a significant demand for temporary accommodation over the last few years.

The Portfolio Holder for Housing and Wellbeing welcomed the report and the impact it would have on the district for residents. Following a show of hands, it was then;

RESOLVED

To agree to the recommendations laid out in the exempt report.

Reason for Decision

The property provides an opportunity to provide additional temporary accommodation to families in need and is affordable.

(The meeting concluded at 7.15pm)

Chairman

SERVICE IMPROVEMENT AND EFFICIENCY COMMITTEE

Minutes of a meeting of the Service Improvement and Efficiency Committee of Broadland District Council, held on Wednesday 24 August 2022 at 6pm at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich.

Committee Members Present: Councillors: J Thomas (Chairman), P Bulman, S Catchpole, S Clancy, S Holland, G Nurden, S Prutton, and D Roper

Apologies for Absence: Councillor: I Mackie

Cabinet Members Present: Councillors: J Emsell and S Vincent (for part of the meeting)

Officers in Attendance: The Managing Director, the Director of Resources, the Chief of Staff and Monitoring Officer, the Assistant Director – Finance, the Assistant Director ICT/Digital and Transformation, the Strategy and Intelligence Manager, the Transformation and Innovation Lead Officer and the Democratic Services Officer (DM).

Others present: The press (for part of the meeting)

1 DECLARATIONS OF INTEREST

No declarations of interest were made.

2 APOLOGIES FOR ABSENCE

An apology for absence was received from Cllr I Mackie.

3 MINUTES

The minutes of the meeting held on 17 May 2022 were agreed as a correct record and signed by the Chairman.

In response to a question, the Portfolio Holder for Transformation and Organisational Development advised that the purchase of the Horizon building was progressing well and within the expected timeframe.

4 COLLABORATION WORKING GROUP

The Chief of Staff and Monitoring Officer presented the covering report and explained that the Collaboration Working Group had been set up at the request of the Portfolio Holder for Transformation and Organisational Development to review collaboration and had agreed its terms of reference at its first meeting. The conclusions of the work undertaken by the Working Group were set out in the report of the Portfolio Holder for Transformation and Organisational Development. The areas of work covered by the Working Group had been: governance, external communications and public affairs, one team culture and employer of choice, finance and performance and customer engagement. A presentation on each topic area had been made at the first meeting, with the subsequent meetings being provided with a report on the topic area containing recommendations which were agreed by the Group. The report before the Committee was a summary of those already agreed recommendations. The Committee was now being invited to consider and endorse the Portfolio Holder's report.

The Leader of the Opposition raised concerns about the process for the preparation of the report. Membership of the Working Group was set out in its terms of reference but the report had been prepared by a member not on the working group. She stated that the report had not been seen by the members of the working group before publication with the agenda papers and that it was not a legitimate report. She suggested that the report be rejected as it was not a report of the Working Group and not in accordance with the terms of reference. When asked for examples of how the report did not accord with the terms of reference, the Leader of the Opposition commented that the author of the report was not a member of the Working Group and that the Working Group had conducted a review run by the Portfolio Holder; it was not a review in accordance with the feasibility study.

The Chairman pointed out that the Portfolio Holder's report had been available to members on sharepoint from 7 July 2022.

The Leader of the Opposition responded that the Working Group had been due to meet on 5 July to prepare its report on the evaluation and review of collaboration to present to the peer review team. The meeting had not taken place. The Portfolio Holder's report which had been available from 5 July was not something the Working Group had contributed to and she was of the view that the Group had been overruled.

The Chief of Staff advised the Committee that the report of the Portfolio Holder was a summary of all the reports which had been considered and agreed by the Working Group. The report had been circulated to all members of the Working Group with a view to it being discussed at the meeting scheduled for 5 July. Members had decided not to hold that meeting.

A comment was made that the terms of reference included the concept of culture and the member questioned the regard for culture in relation to the passage and progress of the report. The member stated that the report was essentially highlights from the minutes of the Working Group meetings and the member made reference to various stages leading to the preparation of the report, including it being examined by a group of conservative members only before being submitted to the Committee for consideration. It was not a report from a member of the Working Group but was being presented as such. The member claimed that the officer's covering report omitted to mention that the Working Group had not concluded its work, yet the findings were being presented as their conclusion and this fell below the standards the member would expect. The member made reference to a suggestion from the Chairman of the Working Group that a meeting be held with Leader and Deputy Leader to find a way forward and the member suggested that further consideration of this matter be deferred until such a meeting had taken place.

The Chief of Staff responded by reiterating that the Working Group had been set up in line with the constitution and had operated in accordance with the constitution.

The Chairman commented that she had reviewed all the minutes of the meetings of Working Group and these accorded with the content of the report. There was a reference to the need to still seek feedback on Planning from the Director of Place and she acknowledged that the final meeting had not been held at which the Working Group would have considered its final report. She did not believe, however, that there was anything fundamentally different in the report to what was reflected in the Working Group minutes. The Leader of the Opposition was of the view that there were recommendations in the report which she did not believe were included in the minutes of the Working Group meetings.

A member commented that it was clear that the report before the Committee had been compiled from the agreed recommendations of the Working Group. With regard to the timescales involved in the resignation of the Working Group and the compilation of the report, it was confirmed that the members had resigned after publication of the report.

The Chairman of the Working Group thanked members of the Working Group and officers for the time they had given to the Group and stated that a great deal of good work had been done. The Group had however not been able to conclude its work and had not been able to hold a final meeting to pull together a summary of its findings. The report before the Committee was not from the Working Group. He stated that there were a number of recommendation within the existing report which the Working Group would have endorsed but there were a few which it wanted to change which would have come forward at the final meeting. In answer to a question, he advised that he was not able to identify these items on the hoof. He commented that he was a supporter of collaboration and of the

opportunity to have a meaningful, comprehensive, cross party review of collaboration. Unfortunately this had not been concluded and the Working Group did not wish to be associated with the report. Another member suggested the work of the group had been tainted and concerns raised gave doubt as to the legitimacy of the report. There was a need to see the process properly completed and that a pragmatic approach should be taken to allow the work of the Group to be completed by delaying consideration of the report. They added that this would also enable the omitted Planning issues to be explored as this area was underperforming and it would be helpful to examine the impact of collaboration in this area.

The Chief of Staff expressed concern at the reference to the report being tainted and stated she believed the report accurately reflected the excellent work undertaken by the Working Group.

It was then proposed, duly seconded that discussion on the two reports be deferred and the Committee requests members of the Working Group meet and arrange a meeting with the Leader and Deputy Leader and report back to the Committee. On being put to the vote, with 4 members voting for, 2 against, and with 2 abstentions, the proposal was carried.

AGREED

that discussion on the two reports be deferred and the Committee requests members of the Working Group meet and arrange a meeting with the Leader and Deputy Leader and report back to the Committee.

5 USING INTELLIGENCE TO ACHIEVE A FIRST-CLASS CUSTOMER SERVICE

The Assistant Director ICT/Digital and Transformation presented the report which set out how the Council proposed to use data and intelligence to drive delivery of the ambitions set out in the Strategic Plan 2020 – 2024, and ultimately deliver a first-class customer service for communities and businesses. She drew attention to the three key recommendations in the report and went on to explain that business intelligence was about seeking to use data to make decisions now and to plan for future decision making rather than making reactive decisions. She made reference to the strategic plan priorities and how data intelligence could contribute to achieving these priorities. The availability of business intelligence would enable the Council to profile its customers and target efforts to predict and prevent issues and to enable early intervention based on data insight. An example given was homelessness needs and the ability to target the Council's approach to this area. It would aid decision making and performance reporting and facilitate more timely decisions.

The Assistant Director ICT/Digital and Transformation drew attention to the costs involved as set out in the report which were mainly for resources and consultancy with a smaller sum for technical products.

The Transformation and Innovation Lead Officer then took members through an example of the kind of data available for a snapshot of the telephony system. Data included number incoming calls, answered calls, missed calls, the date and time of calls and data regarding trends in calls received over periods of time. Through Microsoft teams, this information could be delivered to teams.

Members welcomed the proposals and reference was made to the recent improvements in the Council's response to phone calls. The Housing and Benefits team was also congratulated on its continued high performance. A comment was made that there was a need to continue to ensure that those who were not able to access council services online were still able to secure assistance when needed.

A question was raised regarding the legal and environmental implications of the proposals, and if the proposals would be compliant with GDPR and if information gathered could help inform the development of the environmental strategy.

The Assistant Director ICT/Digital and Transformation commented that the Council continued to recognise that not all residents had access to the internet and that the proposals would help to identify and better target these residents and take services to them. The team worked closely with the Governance team to ensure compliance with GDPR. Most of the data collected was not personal data.

With regard to a comment about the cost of the service and its impact on savings from collaboration, officers responded that the cost of commissioning 3rd parties to undertake the work would be significantly higher than the proposed service and it was possible that the opportunity to strip out inefficiencies and focus on high performance could result in a contribution to savings and the collaboration journey rather than an additional cost.

In response to a question regarding the 45/55 share applied across the two councils as part of collaboration, the Director of Resources commented that the arrangement was regularly reviewed and was still currently an appropriate split.

It was, on being put to the vote, with 7 members voting for, 1 abstention,

AGREED to recommend

1. Cabinet to recommend to Council the agreement of funding to establish a Business Intelligence Service as set out in section 4.7 of the report.

2. Cabinet to recommend to Council that funding for 2022/23 is drawn from the corporate contingency.
3. Cabinet to recommend to Council that funding for the Business Intelligence Service is built into the base budget from 2023/24.

6 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the meeting because otherwise, information which is exempt information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by The Local Government (Access to Information) (Variation) Order 2006, would be disclosed to them.

[The press then left the meeting]

7 OPTIONS ON PROVISION OF A FUTURE FRAUD SERVICE

The Assistant Director Finance introduced the exempt report which provided options on the future resourcing and delivery of a fraud service for Broadland District Council and South Norfolk Council. He went on to explain that, in the interests of expediency, the report was being considered by this Committee rather than the Audit Committee which would have considered such matters but that the Audit Committee members had been updated on the proposals.

Members expressed their support for the proposals commenting on the importance of work to prevent and detect fraud across all services. They noted that, if the proposals were supported, the Fraud and Corruption Strategy would need to be updated and the Assistant Director Finance commented that this would be done. A suggestion was put forward and agreed that, as part of negotiations for the contract, a requirement for performance data be included.

AGREED to recommend that:

Cabinet agrees to the fraud function being delivered in conjunction with Anglia Revenues Partnership, via a S113 agreement with Breckland District Council.

(The meeting concluded at 7.15pm)

Chairman

ENVIRONMENTAL EXCELLENCE POLICY DEVELOPMENT PANEL

Minutes of a meeting of the Environment Excellence Policy Development Panel of Broadland District Council, held at Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich on Thursday 25 August 2022 at 6.00pm.

Committee Members Present: Councillors: N Brennan (Vice-Chairman, in the chair), A Crotch, J Davis, J Fisher, K Lawrence (for part of meeting), G Nurden and S Prutton

Apologies Councillors: D Britcher, K Kelly and J Ward

Cabinet Member Present: Councillor: J Leggett

Officers in Attendance: The Assistant Director - Regulatory (N Howard), the Community Safety Interventions Lead (T Munro), the Flood and Water Management Officer (N Harris) and the Democratic Services Officer (J Hammond)

1 DECLARATIONS OF INTEREST

No declarations of interest were received.

2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Britcher, Kelly and Ward.

3 MINUTES

The minutes of the meeting held on 23 June 2022 were confirmed as a correct record and signed by the Chairman.

4 PUBLIC SPACE PROTECTION ORDER – DOG FOULING

Cllr K Lawrence arrived at the meeting during the consideration of this item.

The Assistant Director for Regulatory introduced the report which presented the proposed new dog fouling and dog restrictions Public Space Protection Order (PSPO) under the Anti-social Behaviour, Crime & Policing Act 2014. Members were informed that the proposed PSPO, if approved by Cabinet, would establish

a like-for-like replacement of the existing PSPO, and would run for a period of up to three years.

It was highlighted that a formal public consultation was carried out between 6 May 2022 and 17 June 2022, where Town and Parish Councils, the Police, Police & Crime Commissioner, Norfolk Highways and the public were all consulted and no objections to the proposed PSPO were received. One member highlighted the lack of response from the Police and queried whether they had received the consultation. The Assistant Director for Regulatory explained that the Police operated a response by exception policy, which meant that they would only respond to consultations if they had concerns to raise.

Conversation turned to the number of instances of dog fouling reported and the Assistant Director for Regulatory explained that relatively low levels of reports were received in Broadland, the Council had received seven in the last twelve months, none of which resulted in a fixed penalty notice being served. However, discussions with residents had shown that dog fouling remained an issue which the public was concerned about. In response to a query on why only twelve months of data were reported, the Assistant Director for Regulatory explained that the last twelve months had been representative of previous years.

In response to a query on prosecuting dog fouling offences, the Assistant Director for Regulatory explained that no cases had progressed to the prosecution stage. He added that for the first offence, if the perpetrator could be identified, a fixed penalty notice (FPN) would be issued. If there was a further offence or if the FPN was not paid, then the Council may seek to prosecute. With regard to the FPN, one member queried whether the FPN fine amount was suitable to deter potential offenders. The Assistant Director for Regulatory explained that if set too high, offenders might prefer to challenge in court, which would not deter further offences and that in most cases the receipt of the FPN itself acted as a deterrent to others. He also reminded members that the Council had recently reviewed its environmental enforcement penalties.

It was noted that for a FPN to be issued, the identity of the perpetrator needed to be known. This was more easily achieved if they were 'caught in the act' and questioned. Given the impossibility for officers to patrol all areas of the District members queried the possibility and legality of appointing Town and Parish Councils to act as enforcement officers. The Assistant Director for Regulatory noted the benefit of localised empowerment, but at the same time did not want to put the staff of Town and Parish Councils at risk. He added that a legal view of the legislation would need to be sought and he agreed to look into this option.

Members were advised that despite the low rate of FPNs served, the PSPO signage and bins acted as a reminder to dog owners of the penalties of not complying with the order. Members queried whether Town and Parish Councils could easily obtain replacement signage. The Community Safety Interventions Lead informed members that Town and Parish Councils only need contact the Council with the request and new signage would be delivered to them, often

within a couple of days. In response to the suggestion that the Council provide all Town and Parish Councils with spare signage, the Assistant Director for Regulatory highlighted the cost that this would have on the Council, when several Town and Parish Councils did not require replacement signage so would only put it in storage. It was then agreed that officers would contact all Town and Parish Councils advising them that replacement signage was available and how it could be obtained.

It was then

RESOLVED

To recommend that Cabinet approves the Public Space Protection Order No.3 as proposed in paragraph 4.5 and Appendix 1 over the geographical areas identified in Appendix 2 for a period of three years.

5 ANNUAL RE-RATIFICATION OF STRATEGY FOR NORFOLK STRATEGIC FLOOD ALLIANCE

Members considered the report of the Assistant Director for Regulatory, which presented the updated Norfolk Strategic Flood Alliance's (NSFA) Strategy for annual re-ratification by Cabinet. The report also provided an outline as to how the Council and wider Alliance was delivering against the Strategy and against the wider needs of communities which faced potential threats of flooding.

Members were advised that, chaired by Lord Dannatt, the NSFA was established in early 2021 following the flooding experienced across Norfolk over Christmas and New Year in 2020 which caused widespread impacts, highlighted how the resources of responding agencies were severely stretched, inconsistencies in the responses of different local authority areas and public confusion over which agency to contact as well as the level of response they could expect. The NSFA was made up of strategic lead officers and Leaders from a range of agencies involved in flood response and water management across Norfolk, these agencies included:

- The Environment Agency
- Anglian Water
- The Association of Drainage Authorities
- The Water Management Alliance
- Water Resources East
- The Norfolk Resilience Forum
- The Broads Authority and Norfolk's Local Authorities (including Broadland District Council)

With regard to the work to be carried out by Broadland District Council, the Assistant Director for Regulatory explained that the key planned activities for the Regulatory Service, and in particular the Flood and Water Management Officer were to:

- Identify and map the flood risk threatened areas and past incidents, including surface water flooding.
- Prioritise higher risk flood-threatened local areas within the district for close attention, engaging with local communities and representatives.
- Deliver high quality planning consultation responses to maximise positive influence on flood prevention, mitigation, protection and resolution of significant issues and concerns. Doing this internally on non-major proposed new developments and working with the Lead Local Flood Authority (LLFA) to maximise bespoke consultation on major proposed developments.
- Develop and deliver flood prevention and preparedness education and advice as a phased programme of activity to equip local people and ensure responsibilities are understood and exercised.
- Pursue a prioritised work programme to promote, inspect compliance with and enforce where necessary the responsibilities of riparian owners, prioritising for close attention and working through the areas of greatest risk. This will involve practical inspection and community work by a practical inspector gathering information to enable informal and formal enforcement.
- Enable better local community outcomes through flooding and water management policy and funding, strategic and partnering focus, strong positive relationships with stakeholders and key partner agencies.
- Promote local community resilience (flood action groups, community emergency plans, etc.).

Members echoed the importance of identifying and mapping watercourses and areas at a higher flood risk within the Broadland District, but it was noted that this exercise could be very difficult in some areas, as some areas had not previously been mapped and a number of maps had not been digitised. Officers explained that the additional role of a Riparian Responsibilities Officer had been created, whose role would be to work closely with Town and Parish Councils to GPS map all flood risk areas and waterways, as well as work with riparian owners to provide guidance on their responsibility to maintain the watercourse.

In response to questions, the Assistant Director for Regulatory explained that the majority of the legislative powers for the enforcement of riparian rights rested with the LLFA, however, only Local Authorities such as Broadland District Council had the right to access private land to inspect culverts, and this demonstrated the importance of multi-agency cooperation to effectively tackle flooding. The Flood and Water management Officer added that the Council could exercise anti-social behaviour powers, such as fly tipping, dependant on the situation.

Discussion turned to the use of sandbags to control the flow of surface water flooding and minimise the effect it could have on properties. The Assistant Director for Regulatory advised the Committee that sandbags were not the most effective form of flood protection/prevention. As sandbags were difficult to store they were mostly used after the flooding had begun which lowered their effectiveness, they were also difficult to carry when wet and hard to dispose of, which resulted in the majority being left in place until they disintegrated. Members

were informed that whilst the Council did currently distribute sandbags to the worst affected areas once a flooding emergency had been declared, officers were investigating more suitable alternatives which could be utilised in the future, for example gel bags, which were more environmentally friendly, easier to store and could be disposed of in the refuse bin.

One member highlighted their residents' concerns over the Norfolk Highways handling of culverts, as a number of residents had complained of the lack of routine maintenance of culverts as well as a lack of engagement. The Flood and Water Management Officer explained that in some of cases, the resident and not Norfolk Highways may be responsible for the maintenance of the culvert, adding that the Norfolk Highways engineers would be able to confirm the riparian ownership. With regard to the lack of engagement with members and residents, the Flood and Water Management Officer could liaise with Norfolk Highways on the member's behalf, in cases where communication had stalled.

A number of members raised concerns over the lack of communication from both the NSFA and the Council with regard to flooding advice and in publicising achievements or actions undertaken. Members suggested that the Council publish a guide or compiled a list of resources both on its website and regularly in the Broadland News magazine. The Assistant Director for Regulatory advised members that a flooding advice page had been added to the Council's website which included links to the resources provided by both Norfolk County Council and the Government. Members were also reminded that a flooding advice leaflet had been distributed to residents and included in the autumn edition of the Broadland News magazine. Members suggested that officer consider adding the leaflet to the Council's website and in all editions of the Broadland News magazine. The Assistant Director for Regulatory then agreed to pass on the Committees recommendation to the NSFA that it publicise its achievements to the public, provide reassurance and promote engagement.

After further in-depth discussion, it was unanimously

RESOLVED

To recommend that Cabinet ratify the Norfolk Strategic Flood Alliance Strategy 2022 as set out at Appendix 1, and note the progress being made.

(The meeting concluded at 7:28pm)

Chairman

Agenda Item: 10
Cabinet
20 September 2022

Using intelligence to achieve a First-Class Customer Service

Report Author(s): Sinead Carey
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Portfolio: Transformation and Organisational Development

Ward(s) Affected: All

Purpose of the Report:

The purpose of this report is to set out how the Council proposes to use data and intelligence to drive delivery of the ambitions set out in our Strategic Plan 2020 – 2024, and ultimately deliver a first-class customer service for our communities and businesses.

Recommendations:

1. Cabinet to recommend to Council the agreement of funding to establish a Business Intelligence Service as set out in section 4.7 of the report.
2. Cabinet to recommend to Council that funding for 2022/23 is drawn from the corporate contingency.
3. Cabinet to recommend to Council that funding for the Business Intelligence Service is built into the base budget from 2023/24.

1. Summary

- 1.1 This report sets out how the Council proposes to use data and intelligence to drive delivery of the ambitions in our Strategic Plan 2020 – 2024, and ultimately deliver a first-class customer service for our communities and businesses.

2. Background

- 2.1 The Council agreed in March 2020 to move forward with implementing the four-year Strategic Plan which sets out the vision and priorities of the Council.

- 2.2 At the heart of the **Strategic Plan 2020-2024**, is the vision for our place:

‘Working together to create the best place for everyone, now and for future generations’

- 2.3 This vision is underpinned by the Council’s strategic priorities:

- Growing the economy
- Supporting individuals and empowering communities
- Protecting and improving the natural and built environment, whilst maximising quality of life
- Moving with the times, working smartly and collaboratively

- 2.4 The first three of the strategic priorities outlined above are service driven ambitions. The last ambition sets a priority for how we will work in order to deliver the plan. As part of this, our key ambition for the two Councils is to use the best of technology, customer insight and the right resources to deliver value for money services for our customers.

- 2.5 How we said we would achieve this in our **Strategic Plan 2020-2024**:

- Continuously challenging ourselves to ensure we **utilise our resources in the best possible way** and seize opportunities as they arise
- Becoming **an agile, flexible and collaborative organisation**, working across traditional local government/organisational boundaries and driving and adapting quickly to the changing environment
- Continuously improving our customer service offerings to best meet our customers’ needs, **using evidence and data to drive our services**
- Continuing to **use the best technology for the job in hand** and making best use of the opportunities that digital ways of working can bring. Alongside making our digital platforms easy to access
- **Investing in our team and technology** to develop a forward thinking and growth focussed organisation
- Trying out and **testing new approaches and ideas, using the best evidence that we have to inform our decisions** and sharing best practice

- 2.6 To date, we have embarked upon an ambitious transformation agenda, with improving and exceeding our customer expectations at the heart of our work. Over

the last couple of years and in context of Covid, the Council has delivered a range of successful projects aimed at improving customer experience:

- We have launched a new housing system, giving our customers more flexibility to choose their own home
- We delivered a single website and email address for the Councils, providing us with a platform for improving our digital services for customers
- We agreed a new Customer Charter and resources dedicated to customer insight, agreed by Members in July 2021
- We introduced a new customer satisfaction survey, helping us understand and act upon customer feedback to help us continuously improve our services in the future
- We implemented a single telephony system across both councils which allows us to have better understanding of our customer demand on our services
- We have implemented a range of projects to enhance our use of technology across the organisation e.g., Microsoft Office 365, underpinned by our **ICT & Digital Strategy**, agreed by Members in July 2021. This Strategy also sets out **one of the key pillars for success of delivering a first-class customer service being driving digital through greater use of data and intelligence**

- 2.7 We have the ambition to deliver a first-class customer service, but we know there is more we can do to drive us forward at pace and enable us to deliver this ambition more effectively. The recent work done by the Broadland Members Collaboration Working Group also identified using business intelligence as being critical to improving the services we provide to our customers.
- 2.8 As set out above, our Strategic Plan was clear that we would utilise evidence, data and the right technology to help us improve our services for customers. As part of the SPARK Transformation Programme and outlined in the Delivery Plan for 2022-24 (see reference MT17 of the Plan), Members have already agreed, as a priority, to deliver a transformational business intelligence programme of work. This is a key area we have identified we can do more, and the remainder of this report sets out the recommendations to Cabinet on how this can be achieved.

3. Current position/findings

Context

- 3.1 Demand across the whole of the public sector is rising, with residents and businesses under pressure and needing growing support from local government; particularly in the recent context of Covid and the cost of living crisis. This demand is predicted to grow further over the coming years both nationally and locally, with an increase in population and growing older population. For context, Broadland and South Norfolk combined is predicted to see 19%¹ increase in the population by 2043.

¹ ONS

- 3.2 Alongside this, we know that generally, customer expectation is also changing with more of a drive towards 'on demand' type services, providing services in a flexible way to suit different types of customer need and providing good quality services delivered in a timely and efficient way.
- 3.3 With this context, there is a need for us to effectively understand the needs of our customers better, including those who use, or will use, services and the key outcomes that need to be achieved. In order to do this, we must have good access to, understanding of and use of data and intelligence (termed 'Business Intelligence') to both inform our service delivery, and drive transformation of our services in the future. This will also help us to inform our future strategic and delivery plans for the Council in the coming years.

Our use of business intelligence

- 3.4 Intelligence and data is critical to the Council as it will help us to better manage demand, identify savings and make more accurate forecasts for the future both in terms of finance and performance. Business Intelligence can be used for both customer insight, but also operational insight, underpinning service delivery and effective use of resource:

Table 1 – business intelligence benefits

Customer Insight & Intelligence	Operational Insight & Intelligence
Understand the needs, wants and preferences of our customers and target services accordingly (e.g. government grants)	Enables monitoring of business activities (in real time if needed) to ensure we deploy our resources in the most effective way
Ability to make evidence-based decisions on service levels, locations and resources to meet customer demand	Helps to identify what is working, what might be inefficient and help inform continuous improvements in services delivered to our customers
Better support us with targeting our communications through greater awareness and understanding of the customer through the data we hold	Provides clear evidence for both strategic and operational decision making
Aids us to inform service changes based on customer trends (e.g. 'on demand' service)	Allows for openness and transparency of our data internally and externally

- 3.5 Other local authorities have made use of business intelligence in a variety of ways, below is an overview of examples from different Councils have what they have done using intelligence however it should be noted that in each case they will have gone through a process, with the right resource and over a period of time, to get the quality of their data right and held in a central location.

Having open and transparent data

- Cornwall Council has used data and intelligence to enable 'data driven councillors' – by providing access to real time data from Council services, allowing for Councillors to look at service performance, but also understand their local constituent's engagement with services by postcode

Using Data Analytics to predict trends

- London Borough of Barking and Dagenham have been exploring data and predictive analytics as part of their focus on improving preventative action. Through this, the borough is working to use predictive analytics to determine which households are at risk of becoming homeless before it happens

Bringing data sets together to provide new insights

- Suffolk County Council and local health services are using data to help create an integrated service to shift funding towards preventative work and away from costly reactive service and improve the culture and effectiveness of performance management. This has allowed them to diagnose problems in a system more easily such as why there are high numbers of people who have delayed transfers of care from hospitals to residential settings.

Using data to provide better reporting

- North Norfolk Council publish their performance against their strategic measures on their website to inform residents and customers of how effectively they are delivering. They currently do this through a product called InPhase which enables them to provide reports and visualisations both internally and externally. The technology we are proposing to use for the Business Intelligence Service will enable us to produce those types of report and visualisations and much more, but without the restrictions which come with using a third-party provider.

Current state

- 3.6 Across the Council, we hold, manage and maintain significant amounts of data about the services we provide. We have some services, or parts of services that use data to analyse, understand and improve their operational delivery. But we also have areas where we only use data to meet statutory or delivery plan/strategic reporting requirements.
- 3.7 **Framework** - At present, neither Council has a framework for how we plan to use, manage and store our data and intelligence. This means we do not have a consistent approach and are potentially missing out on opportunities to improve our use and analysis of intelligence.
- 3.8 **Storage** – Across the Council, we gather and store data in a range of disparate ways, from utilising existing tools linked to specific service systems, extracting data from systems and placing it into MSExcel Spreadsheets and sometime using paper forms. We know this approach has a range of associated issues such as; risk of data corruption (being copied from one place to another), data integrity and difficulties in retrieving previous data as there is no central storage repository or system.

- 3.9 **Using data and intelligence to inform services** – as we currently have no central data store or reporting system in place, extracting data and intelligence from our systems is time consuming across the organisation and often, hard to access. Each service area where a system is used, has its own methods of extracting data and intelligence, which is often stored in multiple places and in a range of formats. This makes it difficult for us to bring together different data sources from different services to help us identify customer trends and improved customer journeys.
- 3.10 **Using data and intelligence to understand our performance** – understanding and reporting on our performance as a council at present, is largely a manual process. Due to the challenges set out above, understanding our performance, which should be something we are able to do all the time, is often time consuming and difficult and draws on staff resources just to gather data. This is resource that could be better used to analyse the data and provide insight to help improve services for customers. Our longer-term ambition is to enable performance information to be accessed automatically (both internally and potentially externally) and made available at touch of a button.
- 3.11 **Skills and resources** – at present, whilst we have staff across the organisation who are responsible for producing data and some analysis, we do not have dedicated staff with the right skills who can provide deeper levels of insight and analysis.
- 3.12 As prioritised by Members in the Delivery Plan 2022-24, work has been underway, working in partnership with consultants, to explore the opportunities that business intelligence and data could bring to the organisation. This exploratory work has been to date, funded through the Covid budget. This work has included delivering a ‘pilot’ project based on our telephony system and utilising an analysis and visualisation tool from Microsoft called ‘PowerBI’. PowerBI allows the organisation to visualise the data we hold, connect different data sets and bring the data to life. The purpose of the pilot was to explore whether we were able to bring our data into a single storage point, transform and visualise data using an in-house solution and a view to the resources and costs to deliver a service for business intelligence. This pilot has been successful and has given us:
- A greater understanding of customer contact e.g. successful calls, abandonment rates, wait times, average call times, call types. This will allow us to be able to manage our service resource more effectively.
 - The ability to identify trends in our customer contact behaviour e.g. peak call times, by day or by hour. This will allow us to make sure we have the right resource at the right time for our customers.
 - The ability to predict future customer behaviour to anticipate changing demand on services.
 - The ability to focus on the analysis – by providing the data automatically, it has enabled services to focus resource and effort on insight and analysis, to improve services and better manage resource.

- 3.13 Alongside the above pilot on telephony, we also conducted some initial work looking at housing and homelessness data. Even at an early stage, this provided insights which we would not have identified in a normal course of events (e.g., it allowed us to visualise those on the housing list by geographic location and their most recent application date).
- 3.14 The pilot as set out above provided the assurance, knowledge and evidence that the proposed model for business intelligence is the right approach for the Council moving forward.

Strategic drivers for change

- 3.15 **Service delivery for customers** – as demand for services is changing, it is even more important for us to understand this demand in more detail and make sure we are able to ask the right questions to improve our service offering. It is key we are able to not only use data and intelligence to understand ‘what has happened’ but also to understand ‘why is it happening, what could we do differently, what happens if we change xyz’ and predict what might happen in the future.
- 3.16 **Wider context** – local government has faced a sustained reduction in the funding from Central Government over the last few years, with district councils having taken the hardest financial hit², with districts seeing a 35% reduction in the overall real terms spending power between 2010-11 and 2020-21. Broadland and South Norfolk Councils, like many local Authorities, continue to operate in a climate of financial uncertainty with increasing demands on services alongside unpredictable future changes to government funding, from the potential changes to the Business Rates Retention Scheme and the Fair Funding Review, as well as a lack of clarity around the New Homes Bonus funding. This context provides the Council with the need to continuously review our service delivery models to ensure they remain efficient, effective and relevant to our customers. Key to this will be the data, intelligence and insight we use to inform the decisions we make in the future.
- 3.17 **Open and Transparent Services** – both Central Government and the LGA are promoting the increasing need for local government to release open data, enabling data and insight to be used more meaningfully to engage with the public and other public services. Recently, the Levelling Up White Paper also announced Governments move towards establishing a new independent body in England focussed on data, as well as a new Spatial Data Unit, aiming to empower citizens with information about their local area and drive data transformation.

4. Proposed action

- 4.1 In order for us to take advantage of the benefits that intelligence and data could give to use to improve our customer offering, it is critical that we invest in the right resources and technology. To enable us to do this, it is recommended that we invest in establishing a new Business Intelligence Service, alongside the proposed technology required. The proposal for this is outlined below.

² [Analysis by the Institute for Fiscal Studies](#)

Business Intelligence Service

- 4.2 We are proposing to establish a new Business Intelligence Service across the organisation. As set out above, this is something we do not currently have within our existing resources. A business intelligence service will enable the organisation to deploy, manage and use business intelligence tools and technology to improve customer services.
- 4.3 Below is an overview of what the new service would be doing:
- Provide a secure repository of 'clean' data which becomes a trusted and consistent reference point for reporting, trend analysis, planning, decision making and cost/benefit analysis.
 - Automate reporting to reduce time spent on resource intensive, manual data gathering will release capacity to focus on high value performance and data analysis.
 - Produce, up to date, dashboards which provide key performance data, at the touch of a button, right across the organisation. This can be both internally (team leader through to senior leaders) and eventually externally (members and residents)
 - Provide a tool for innovative analysis of service data and releases existing resource time to carry new insights which identify areas for improvement, savings, revenue generation and inform decision making.
 - Facilitate cross organisational data analysis and open opportunities for wider data sharing with other organisations in a secure and controlled way.
 - Provides a basis for many intelligent technologies which we may want to consider that will support service transformation.
 - Supports compliance with data retention legislation and provides an auditable repository for data. Provides consistency of data and data governance protection
 - Embeds specialist skills within the One Team and standardises reporting functionality which will enable us to build a cohort of Power BI expertise removing the risk of a single point of failure.
 - Delivers a flexible, scalable 'in house' solution over which we have the control to amend, change, develop without incurring further costs
 - Currently services spend considerable time running both regular and ad-hoc reports to meet reporting requirements and requests for information. We anticipate that moving to this approach will release capacity that can be redeployed onto analysis that we help us understand how best to deliver services to customers in the most effective and efficient way and to drive continuous service improvement.

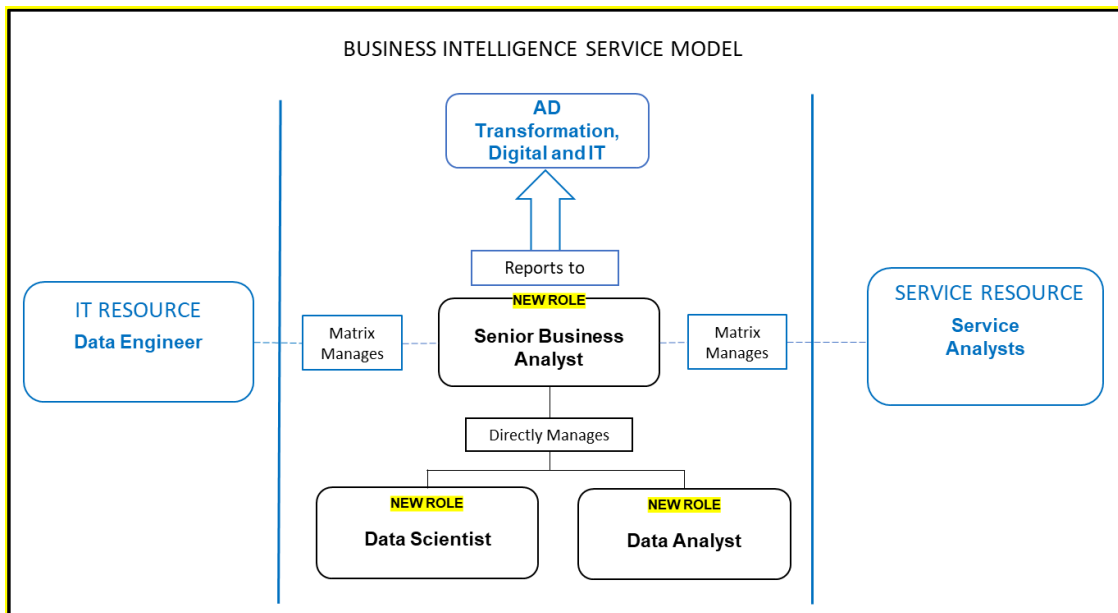
Technology to enable the service

- 4.4 The 'pilot' established that the best approach for us is to develop our business intelligence model 'in-house' using tried and tested tools from the **Microsoft suite** of services (Microsoft Azure and Microsoft PowerBI). This enables us to build our central data storage at a pace which is suited for the organisation. Whilst these tools are already available and used by the Council, to deliver the proposed

business intelligence model, we need to increase the capacity and usage of the tools, which will require investment for the Council (see table x below).

Resources to enable the service

- 4.5 We anticipate that the Business Intelligence Service will need specialist resource to ensure that the service is correctly managed, governed and has sufficient resource to deliver and maintain a range of services across the organisation. The table below shows the key roles, where they will sit in the structure and includes a brief overview of the responsibilities and connections with existing roles.



Senior Business Analyst – Responsible for governance of the Business Intelligence Service. Responsible for interpreting data to provide insight and analysis to the organisation. Line management and matrix management responsibilities for the team

Data Scientist – Responsible for modelling and transforming data to create an information resource for the Data Analysts

Data Analyst – Responsible for interpreting data to provide insight and analysis to the organisation

Costs of service

- 4.5 The costs of operating a Business Intelligence Service which can support and serve the needs and requirements of the whole organisation are set out in table below in paragraph 4.7
- 4.6 This is breaks down between the costs for technical products and cost for the resources and consultancy.

- 4.7 We know that Data Analysts and Data Scientists are highly sought after and can be difficult to recruit in the marketplace. The resources budget we are asking for gives us the flexibility to tailor our approach to as required. This could be through substantive recruitment, by growing our own skills through graduate apprenticeships, buying in specialist consultancy as needed or a mixture of all of these approaches.

Business Intelligence Service (costs are based on 22/23 prices)	Budget Required (£)				
	2022/23	2023/24	2024/25	2025/26	2026/27
Technical Costs	0	12,868	15,146	19,861	19,861
Resource & Consultancy Costs (on-costs included where relevant)	45,281	121,241	171,910	166,910	166,910
Totals (combined)	45,281	134,109	187,056	186,771	186,771
(45/55 applied) BDC	20,376	60,349	84,175	84,047	84,047
SNC	24,905	73,760	102,881	102,724	102,724

Next steps

- 4.8 Following agreement to fund a new business intelligence service for the organisation, there are some key activities which will take place as set out below:
- Recruit to the roles required and enable the technology in the most cost-effective way, to deliver the service as outlined in section 4.5
 - Begin a phased roll out of the business intelligence model across the organisation – this will be done by bringing operational data into a central data store on a service-by-service basis
 - Work with services to start using their data and intelligence to drive improvements to services for customers
 - Design and develop a new open and transparent approach to providing our strategic performance data on our website

5. Other options

- 5.1 There is an option to continue as we are currently and not investing in a new intelligence service and operating model. However, this would come at the risk of not being able to fully achieve our ambitions of driving a first-class customer service. We would continue to have a less effective and efficient way of utilising intelligence for the customer and service improvement. The desire from service areas for data insight and analysis will continue to grow nevertheless and if we cannot provide this as a service within the One Team then we will need to buy in services. Recently one of our services areas purchased a 12month contract for a specialist data analysis and insight service at a cost of £40K per annum.

6. Issues and risks

- 6.1 **Resource Implications** – The proposals listed in section 4 above outline the costed model for delivering a Business Intelligence Service to achieve a first-class customer service offering. These proposals include the funding required to deliver this model and will be an increase to the existing budget for the Council.
- 6.2 **Legal Implications** – None applicable to this report.
- 6.3 **Equality Implications** – None applicable to this report.
- 6.4 **Environmental Impact** – None applicable to this report.
- 6.5 **Crime and Disorder** – None applicable to this report.
- 6.6 **Risks** – None applicable to this report.

7. Conclusion

- 7.1 In summary, this report has set out how the Council proposes to use data and intelligence to drive delivery of our ambitions in our Strategic Plan 2020 – 2024, and ultimately deliver a first-class customer service for our communities and businesses. As demand changes, expectations grow and the context we are working in evolves, it is ever more important that we are able to efficiency and effectively access, manage, maintain and use our data and intelligence as an asset, to improve our customer offering.

7.2

8. Recommendations

- 1. Cabinet to recommend to Council the agreement of funding to establish a Business Intelligence Service as set out in section 4.7 of the report.
- 2. Cabinet to recommend to Council that funding for 2022/23 is drawn from the corporate contingency.
- 3. Cabinet to recommend to Council that funding for the Business Intelligence Service is built into the base budget from 2023/24.

Background papers

Strategic Plan 2020-2024

Delivery Plan 2022 – 2024

ICT & Digital Strategy

Annual re-ratification of Strategy for Norfolk Strategic Flood Alliance

Report Author(s): Nick Howard
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Portfolio: Environmental Excellence, and Communities, Housing and Planning

Ward(s) Affected: All wards

Purpose of the Report:

This report presents the slightly updated Norfolk Strategic Flood Alliance's Strategy for annual re-ratification, one year on from its original ratification by Cabinet. Information is provided to outline how the council and the wider Alliance is delivering against the Strategy, and against the wider needs of our communities facing potential threats of flooding.

Recommendations:

1. Cabinet to ratify the Norfolk Strategic Flood Alliance Strategy 2022 as set out at Appendix 1, and to note the progress being made.

1. Summary

- 1.1 The Norfolk Strategic Flood Alliance's (NSFA) Strategy, ratified by Cabinet on 14th September 2021, requires annual re-ratification. This helps to keep high-level action to tackle flooding high on the agenda. Re-ratifying the NSFA Strategy for a further one-year period will endorse and support the approach being taken.
- 1.2 Progress is being made by the NSFA on a range of flooding actions within Broadland district and across Norfolk.
- 1.3 Local action outlined at paragraphs 3.3 and 3.4 is being taken across the district in collaboration with South Norfolk Council through two posts dedicated to working with local communities in flooding awareness, prevention, mitigation, preparedness.

2. Background

- 2.1 The flooding experienced across Norfolk over the Christmas and New Year 2020 caused widespread impacts. Responding agencies resources were severely stretched and there were inconsistencies in the responses in different local authority areas. Residents were confused about which agency to contact for help and what level of response they could expect.
- 2.2 Following that flooding, the Norfolk Strategic Flood Alliance (NSFA) was established in early 2021. Chaired by Lord Dannatt, the work of the Alliance has involved strategic lead officers and Leaders from a range of agencies involved in flood response and water management across the County. The NSFA membership includes, among others, the Environment Agency, Anglian Water, the Association of Drainage Authorities, the Water Management Alliance, Water Resources East, the Norfolk Resilience Forum, the Broads Authority and Norfolk's local authorities. The NSFA Strategy was considered and ratified by Cabinet on 14th September 2021. This Strategy will be presented annually for re-ratification to maintain a high profile. This re-ratification is perhaps unusual, but it is appropriate given the challenges that flooding can threaten to some of our communities, and the complexity of making improvements in flooding problem-solving and improving future prevention and mitigation.
- 2.3 There are longstanding flooding issues where ownership of and responsibilities for land, ditches and drains has been unclear. The NSFA is able to highlight these areas and drive these issues forward at a more visible level than previously. The NSFA identified lists of priority flooding sites of concern for special attention, known as Tranche 1 and Tranche 2.

3. Current position/findings

- 3.1 The NSFA has brought various agencies and interests together successfully. It originally produced a set of guiding principles, the NSFA Strategy, and Tranche 1 and 2 lists including a number of locations for focussed attention in the Broadland district. Progress has been made in a number of locations towards the aim of developing costed, funded solutions to ongoing or periodic flooding. The NSFA

was also instrumental in the establishment of Coastal Flooding and Inland Flooding tactical coordinating groups which have monitored and supported the progress of developing solutions to flooding at Tranche 1 and 2 sites. Much of the progress made would have been difficult to achieve without the focus on the NSFA and its Strategy.

- 3.2 The NSFA Board meeting in July 2022 received an annual report for the previous period of one year, an updated campaign plan and a slightly updated version of the Strategy for re-ratification in 2022.
- 3.3 The collaboration with South Norfolk Council has enhanced staffing resources to focus on flooding, (1) through a lead operational role undertaken by Flood and Water Management Officer building on a former more junior officer post, and (2) by recruiting a new practical Surface Water Technical Officer post that will, working with communities, promote and enforce where necessary the free-flowing condition of land drains to prevent or minimise localised surface water flooding.
- 3.4 Through these dedicated staffing resources, the aims are to:
 - 1. Bring strong expertise and organisational knowledge to a 'can-do' focus on flooding, closely engaging with key stakeholders and local communities.
 - 2. Offer sector-leading proactive service for flood prevention, mitigation, advice and support.
 - 3. Develop a strong action-focused profile and providing strong reassurance, planning and responses, developing a track record of results.

Key planned activities for Regulatory services and the Flood and Water Management Officer will include:

- a) Identifying and mapping flood risk threatened areas and past incidents, including surface water flooding.
- b) Prioritising higher risk flood-threatened local areas within the district for close attention, engaging with local communities and representatives.
- c) Delivering high quality planning consultation responses to maximise positive influence on flood prevention, mitigation, protection and resolution of significant issues and concerns. Doing this internally on non-major proposed new developments and working with the Lead Local Flood Authority to maximise bespoke consultation on major proposed developments.
- d) Develop and deliver flood prevention and preparedness education and advice as a phased programme of activity to equip local people and ensure responsibilities are understood and exercised.
- e) Pursuing a prioritised work programme to promote, inspect compliance with and enforce where necessary the responsibilities of riparian owners, prioritising for close attention and working through the areas of greatest risk. This will involve practical inspection and community work by a practical inspector gathering information to enable informal and formal enforcement.

- f) Enabling better local community outcomes through flooding and water management policy and funding, strategic and partnering focus, strong positive relationships with stakeholders and key partner agencies.
- g) Promoting local community resilience (flood action groups, community emergency plans, etc.).

4. Proposed action

- 4.1 As reported previously, the NSFA has proposed that, on an annual basis, member agencies are invited to reaffirm their commitment to working in the Alliance and the delivery of collaborative working in accordance with its guiding principles. As an NSFA member the Council, by ratifying each year and then adopting the Strategy into its strategic plans, helps to add weight and brings greater unity of purpose as well as coherency and consistency to bear on flooding action.
- 4.2 The NSFA Strategy has received minor updates for 2022 and is presented at Appendix 1 for ratification for a period of one year.

5. Other options

- 5.1 Cabinet could decide not to re-ratify the NSFA Strategy for a further one-year period.

6. Issues and risks

- 6.1 **Resource Implications** – The NSFA Strategy seeks to gain a consensus approach bringing new focus to member agencies' existing resources. Re-ratification of the Strategy as proposed raises no new resource implications.
- 6.2 **Legal Implications** – None.
- 6.3 **Equality Implications** – No equality implications have been identified in connection with the adoption of the NSFA Strategy.
- 6.4 **Environmental Impact** – Localised flooding has evidently become more frequent in the United Kingdom and this is expected to continue and, potentially, to worsen. The NSFA Strategy (in conjunction with other agency plans, procedures and mitigations) will assist Norfolk residents to become more resilient to flooding. If any major schemes are brought forward the Council will have a key role in environmental assessment of individual projects and schemes as necessary.
- 6.5 **Crime and Disorder** – There are no identified crime and disorder risks associated with this report.
- 6.6 **Risks** – None identified other than set out above.

7. Conclusion

- 7.1 There are strong benefits in taking a multi-agency approach through the NSFA and keeping flooding action high on the local, regional and national agenda. Re-ratifying the NSFA Strategy will for a further year endorse and support the approach being taken.

8. Recommendations

- 8.1 Cabinet to ratify the Norfolk Strategic Flood Alliance Strategy 2022 as set out at Appendix 1, and to note the progress being made.

Background papers

Minutes of Cabinet meeting on 14th September 2021.

NORFOLK STRATEGIC FLOODING ALLIANCE – OVERALL STRATEGY (2022)

The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response to flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk. As the NSFA enters its second year it has been agreed that the strategy should be updated to reflect the experiences of the last year. We also have a campaign plan that prioritises and sequences our actions and objectives.

OUR GOALS

2. **Our Vision.** The NSFA will be successful through the coordinated actions of the statutory authorities from central to local government, through to commercial companies, land and property owners large and small, their communities and individuals themselves. As a result, the people of Norfolk will have a high level of confidence that flood risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

3. **Our Objectives.** Our objectives are:¹

- a. Maintain a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.²
- b. Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.
- c. Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.
- d. Work to ensure that the planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.
- e. Work with category one responders and other relevant bodies, so that when they are preparing and delivering their statutory or lead-agency responsibilities they will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:
 - I. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
 - II. Maintain a consolidated action plan that maps multi-agency activities and progress,
 - III. ensure local flood resilience and the response to flooding events, are streamlined and cohered across the County,
 - IV. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and

¹ These are distilled further into a series of actions and tasks in Annex A.

² This will include an understanding of other water management strategies and activities already in practice through other bodies and organisations.

- V. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.³
 - VI. instil an approach that increases the effectiveness of a plan-mitigate-respond-recover continuum.
- f. Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.
- g. Complete an Integrated Norfolk Water Management Strategy.⁴
- h. Deliver a united Norfolk view on flooding and water management issues to Central Government.
- i. The function of the NSFA becomes a business as usual (Bau) function where the strategic direction, oversight and leadership is provided by an elected leader and the LLFA.

OUR APPROACH

4. **Our Principles.** Our guiding principles are:

- a. We will work together in a collaborative and transparent manner through the statutory duties established by the Civil Contingencies Act (CCA) (2004) and its supporting doctrine and guidance as well as making maximum use of Public Sector Cooperation Agreements, where appropriate.
- b. Extant statutory or lead responsibilities remain with the relevant agency.
- c. We will share information and manage knowledge intelligently.
- d. We will focus on delivering the best outcome for Norfolk communities.
- e. We will speak with one voice and communicate clearly, coherently and consistently to Norfolk communities.
- f. We will exploit pre-existing structures and multi-agency fora to reduce duplication and ensure our activities are efficient and effective.
- g. We will ensure a balanced approach – delivering quick wins and set the conditions for achieving longer-term success.
- h. We will make evidence-based decisions and anticipate future risk through collaborative analysis and data sharing.
- i. We learn from others and our own experiences and seek to identify and share ‘best practice’ as appropriate.

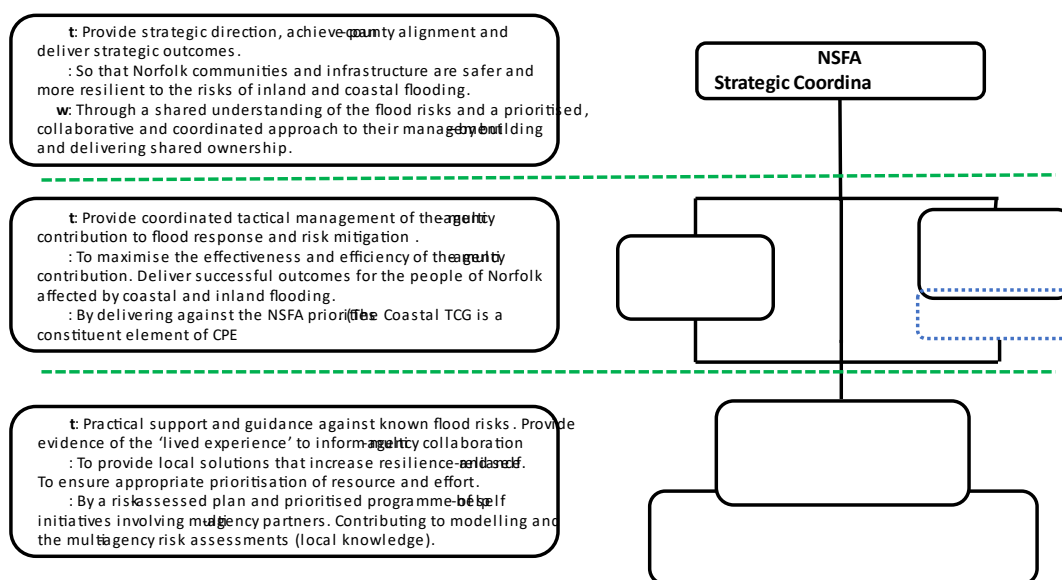
5. **Strategic Collaboration – Threats and Opportunities.** It is unlikely that any single entity will be able to develop projects or solutions alone that mitigate the threats of flooding or to promote the opportunities for better water management. Collaboration (not duplication) between NSFA and Water Resources East (WRE) is essential to a coherent approach across the County of Norfolk. From a water management perspective, WRE and its strategic partners will identify opportunities in the short, medium and long-term to connect fluvial flood risk reduction with water scarcity

³ We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

⁴ To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

opportunities, ideally delivering water quality benefits at the same time. This will predominantly focus on the opportunities to capture and store flood water and make it available for use for example for irrigation, energy production and to drive environmental improvement and natural capital net gain. Key partners in this work, alongside Norfolk local authority colleagues and WRE's Norfolk Water Strategy partners (Anglian Water and The Nature Conservancy) will be landowners, internal drainage boards, local community leaders and environmental Non-Governmental Organisations (NGO).

6. **How we Function.** The NSFA operates across 3 levels (using Civil Contingencies Act doctrinal definitions for each level) – Strategic, Tactical and Operational/Delivery – a schematic representation of how this will be achieved, with broad roles and responsibilities, is shown below:⁵ The NSFA recognises that member organisations and authorities have different priorities, funding arrangements, regulators and statutory obligations. It is incumbent on NSFA members to highlight to the NSFA their constraints to help the NSFA appreciate how best to work around these for the benefit of local communities. While the NSFA will determine its priorities, it accepts the need to use the statutory and funding frameworks of other bodies to realise these priorities. The Norfolk County Council (NCC) communications team would use this strategy and action plan to develop a proactive communications and engagement plan.



ASSESSING SUCCESS

7. **What will success look like?** Achieving the stated vision will be the ultimate assessment of success for the NSFA. On our journey to achieving this vision, the NSFA will assess performance against the individual objectives (para 3) and the specific actions and tasks (Annex A) and we will work together in a collaborative manner according to our guiding principles (Annex B). On an annual basis (July NSFA meeting) members will be invited to affirm their commitment to the NSFA and the delivery of collaborative working in accordance with our guiding principles.

8. **Universal Stakeholder Buy In.** On an annual basis the stakeholders, who are the constituent members of the NSFA, will commit to work together by formally signing off the annual NSFA Overall Strategy and incorporate within their own organisation's strategy and plans.

⁵ For local operational/delivery groups to be successful, there will need to be multiple (to spread the load), probably covering either the district council areas (with a number amalgamated to ensure there aren't too many groups for those of us that cover the whole of Norfolk) or Anglian Water water recycling collection areas. Discussions are underway to see if KL&WN might consider joining Coastal Partnership East and therefore remove the need for a bilateral arrangement between the NSFA and KL&WN on coastal flooding matters.

20 September 2022

Public Space Protection Order - Dog fouling

Report Author(s):

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Portfolio:

Environmental Excellence

Ward(s) Affected:

All Wards

Purpose of the Report:

This report presents for Cabinet approval a proposed new dog fouling and dog restrictions Public Space Protection Order under the Anti-social Behaviour, Crime & Policing Act 2014. This follows public consultation and would establish replacement of the existing Public Space Protection Order on a like-for-like basis.

Recommendations:

1. That Cabinet approves the Public Space Protection Order No. 3 as proposed in paragraph 4.5 and Appendix 1 over the geographical areas identified in Appendix 2 for a period of three years.

1. Summary

- 1.1 A Public Space Protection Order is the mechanism by which the Council can incentivise people to clean up after their dogs if they have fouled in a public place and can enforce non-compliance. Public Space Protection Orders have a maximum duration of three years, and a decision is now required whether to approve a new one, either as proposed or differently worded.
- 1.2 Dog fouling remains a significant environmental concern and nuisance for residents. This report presents recommendations for Cabinet approval to make a new Public Space Protection Order No.3 under the Anti-social Behaviour, Crime & Policing Act 2014 to apply to the whole Broadland District Council administrative area. This legal control would require persons in control of dogs to clear up after them if they foul in on any public/private land open to the air which the public have access with or without payment including but not limited to all public highways (to include verges, footways, and footpaths), all public parks, pleasure grounds, sports grounds, playing fields and play.

2. Background

- 2.1 A Public Space Protection Order (PSPO) is the principal measure available to councils to combat dog fouling offending by irresponsible dog owners. These are made routinely by councils across the country.
- 2.2 The previous Public Space Protection Order was extended in 2021 applying to the whole administrative area of the Broadland district council area and required a person in control of a dog to clean up after it when it fouls in a public place however, they have a limited duration.
- 2.3 The Order made exemptions for people who are blind, deaf or have a disability that affects their mobility, manual dexterity, physical coordination, or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which they rely for assistance.
- 2.4 Before making a public space protection order the Council must be satisfied that the activity has a detrimental effect on the quality of life of those in the locality (or it is likely that activities will take place and have such an effect); is (or is likely to be) persistent or continuing in nature; is (or is likely to be) unreasonable and justifies the restrictions being imposed. The Council must formally consult with the local police and local communities on the proposal to introduce an order.

3. Current position/findings

- 3.1 The Broadland district enjoys relatively low levels of reports of dog fouling however routine contact with residents tells us that dog fouling remains an issue the public are concerned about.

- 3.2 Dog fouling is unpleasant where it occurs and contact on rare occasions with dog excrement can cause toxocariasis – an infection that can lead to dizziness, nausea, asthma and even blindness or seizures.
- 3.3 While most dog owners are caring, responsible individuals, there are still some people who do not clean up after their pets.
- 3.4 Over the past twelve months the Council has responded to seven complaints of dog fouling. In this period, no fixed penalty notices were issued because the offenders could not be identified. However, action was taken to inspect the local areas of concern and reassure local communities as to the council's robust enforcement policy. When offenders are dealt with, a fixed penalty notice may be offered, or the council may decide to prosecute. Formal action tends to have the support of the majority of residents.
- 3.5 It should be noted that despite the low rate of fixed penalty notice service, public space protection order signage and bins act as a reminder to dog owners of the penalties of not complying with the order.
- 3.6 A public space protection order allows the council to post anti-fouling signage, place dog waste bins in public areas, to issue fixed penalty notices or prosecute dog owners who fail to clear up after their pets.

4. Proposed action

- 4.1 A public space protection order can run for a period of up to 3 years. The Public Spaces Protection Order No.3 has been drafted as presented in Appendix 1 is made, with a duration for a period of 3 years. The requirement for a further such Order will be then considered in good time to with a view to future decisions provided for under the Anti-social Behaviour, Crime & Policing Act 2014.
- 4.2 Prior to the production of this report a formal consultation ran from 6th May 2022 until 17th June 2022. Parish and Town Councils were consulted with letters sent via emails. The Police, Police & Crime Commissioner and Norfolk Highways were consulted via posted letter and the public consultation was carried out via the Councils website.
- 4.3 No objections were received against the proposed Public Space Protection Order from any consultee or member of the public through the council website. Reepham Town council and Freethorpe Parish Council requested additional signage as part of the consultation.
- 4.4 No responses were received from the Police Crime & Commissioner, Norfolk Constabulary or Norfolk Highways.
- 4.5 Following the closure of the consultation period, and having considered the responses received, it is proposed that the Public Space Protection Order No.3 is made as set out in Appendix 1.
- 4.6 With the introduction of a new public space protection order, council officers will conduct patrols in areas where reports or intelligence are received that fouling is

occurring. Officers will endeavour to inform and where necessary educate dog owners and will robustly investigate when individuals are identified as not clearing up after their dogs. Regulatory officers will work with environmental services to target heavily fouled areas with a view to reducing the amount of clean-up of public areas that is required.

5. Other options

- 5.1 The Council could decide to not to approve a new public space protection order. This would leave the council with limited sanctions or deterrents to deal with irresponsible dog owners who fail to clear up after their pets. This option is not recommended due to the scale of public concern about dog fouling, the importance of cleanliness of the open spaces of Broadland, and the fact that dog fouling left in such areas can present health issues to residents.

6. Issues and risks

- 6.1 **Resource Implications** –Signage is already in place and monitoring/enforcement is business as usual for the Community Protection Team.
- 6.2 **Legal Implications** – The legislation establishes a particular process for adoption of a Public Space Protection Order. The Public Spaces Protection Order No.3as proposed is a readily administered legal sanction available to local authorities to tackle irresponsible dog owners with a straightforward enforcement process.
- 6.3 **Equality Implications** –No equality implications have been identified. The order would have exemptions for people reliant on assistance dogs.
- 6.4 **Environmental Impact** – The proposed Public Space Protection Order would have a positive environmental impact by establishing clear regulatory offences and penalties, encouraging dog owners keep our open spaces clean and increase compliance, and contributing to cleaner neighbourhoods and environments.
- 6.5 **Crime and Disorder-** The proposed Public Space Protection Order will by provide an easily administered enforcement sanction for use in dealing with dog fouling and irresponsible dog owners.
- 6.6 **Risks** – Public Space Protection Orders are made under the Anti-social Behaviour, Crime & Policing Act 2014. Direct offences under the orders are difficult to witness however dog fouling is an area where there is near universal agreement that public spaces and children’s play areas should be kept clear of dog fouling. Having the orders in place allow the council to advertise the requirement and penalties of a dog owner not clearing up after their animals and to legitimately raise the profile of the authority in the area by regular high visibility patrolling.

7. Conclusion

- 7.1 The adoption of the Public Space Protection Order No.3 as proposed will deter dog fouling offences by irresponsible dog owners and enable enforcement under specific legal requirements. This will protect the health and wellbeing of our residents and the quality and cleanliness of Broadland's open spaces.

8. Recommendations

- 8.1 That Cabinet approves the Public Space Protection Order No. 3 as proposed in paragraph 4.5 and Appendix 1 over the geographical areas identified in Appendix 2 for a period of three years.

Background papers

None

Appendices

Appendix 1 – Proposed Broadland DC Public Space Protection Order No. 3 .

Appendix 2 – Area Map to which the Proposed Broadland DC Public Space Protection Order No. 3 would apply.

Broadland District Council 2022
The Anti-Social Behaviour, Crime and Policing Act 2014
Fouling of Land by Dogs
The District of Broadland Public Spaces Protection Order No. 3

1. Broadland District Council (“the Council”) hereby makes the following Order:

- a. This Order is made by the Council in exercise of its powers under Section 59 and Chapter 2 of Part 4 of the Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) and this Order may be cited as the Broadland District Council Public Space Protection Order No.3.
- b. The Council is satisfied that:
 - i. Activities carried on within the restricted area as defined in Article 2 below, being the fouling of land by dogs: and
 - ii. that such activities may be of a persistent or continuing nature and the restrictions imposed by this notice are justified.

2. The Restricted Areas

- a. This Order relates to all land within the administrative area of the Council, shown in red on the plan in Schedule 1 of this Order, (“the Restricted Area”). This Order relates to all public/private land open to the air to which the public have access with or without payment including but not limited to all public highways (to include verges, footways, and footpaths), all public parks, pleasure grounds, sports grounds, playing fields and play areas.

3. Requirements and prohibitions

Fouling – failure to remove dog faeces

If a dog defecates at any time on land within the restricted area the person who is in control of the dog at that time shall remove the dog’s faeces from the land forthwith. This restriction is subject to the exemptions as stated in Article 4.

4. Exemptions

- a. The restrictions and prohibitions defined in Article 3 of this Order shall not apply to a person who is:
 - i. is registered as a blind person in a register compiled under Section 29 of the National Assistance Act 1948

- ii. is deaf, in respect of a dog trained for deaf people and upon which he or she relies for assistance
- iii. has a disability that affects their mobility, manual dexterity, physical coordination, or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a registered charity and upon which they rely for assistance.

5. For the purposes of this Order

- a. A person who habitually has a dog in their possession shall be considered in charge of the dog at any time unless at that time another person is in charge of the dog.
- b. Placing dog faeces in a suitable waste disposal receptacle shall be considered sufficient removal to satisfy the requirement of Article 3.
- c. The Council does not consider being unaware of dog defecation (whether by reason of not being in the vicinity or otherwise), or not having a device for or other suitable means of removing the faeces as an acceptable reason for failing to remove the faeces as require by Article 3.

6. Offences

- a. Under section 67 of the Act, it is an offence for a person, without reasonable excuse, to do anything that the person is prohibited from doing by a public space protection order or to fail to comply with a requirement to which the person is subject under a public space protection order.
- b. A person failing to comply with a requirement or prohibition set out in Articles 3(a) or 3(b) of this Order shall be guilty of an offence unless he or she has reasonable excuse for failing to do so.
- c. A person guilty of an offence is liable on summary conviction to a fine not exceeding Level 3 on the standard scale.
- d. Pursuant to section 68 of the Act, a Constable or authorised person of the Council, may issue a fixed penalty notice to anyone he or she has reason to believe has committed the offences specified above. This gives the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to the Council.
- e. The level of the fixed penalty shall be £100 save that if the fixed penalty is paid within 10 days following the date of the notice the amount payable is reduced to £80.

- f. A person who pays the fixed penalty within the period of 14 days following the date of the notice may not be convicted of the offence in respect of which the fixed penalty notice was issued.

7. Commencement and duration of the Order

- a. This Order comes into force on XXXXXXXX and shall remain in force until the XXXXX unless extended under section 60 of the Act.

8. Right to Appeal

- a. Any interested person wishing to challenge the validity of this Order must do so within 6 weeks beginning with the date on which this Order is made or, if applicable, varied.
- b. An application under Section 66 of the Anti-Social Behaviour, Crime and Policing Act 2014 is to the High Court.
- c. An interested person means an individual who lives in the restricted area or who works in or visits that area

Dated

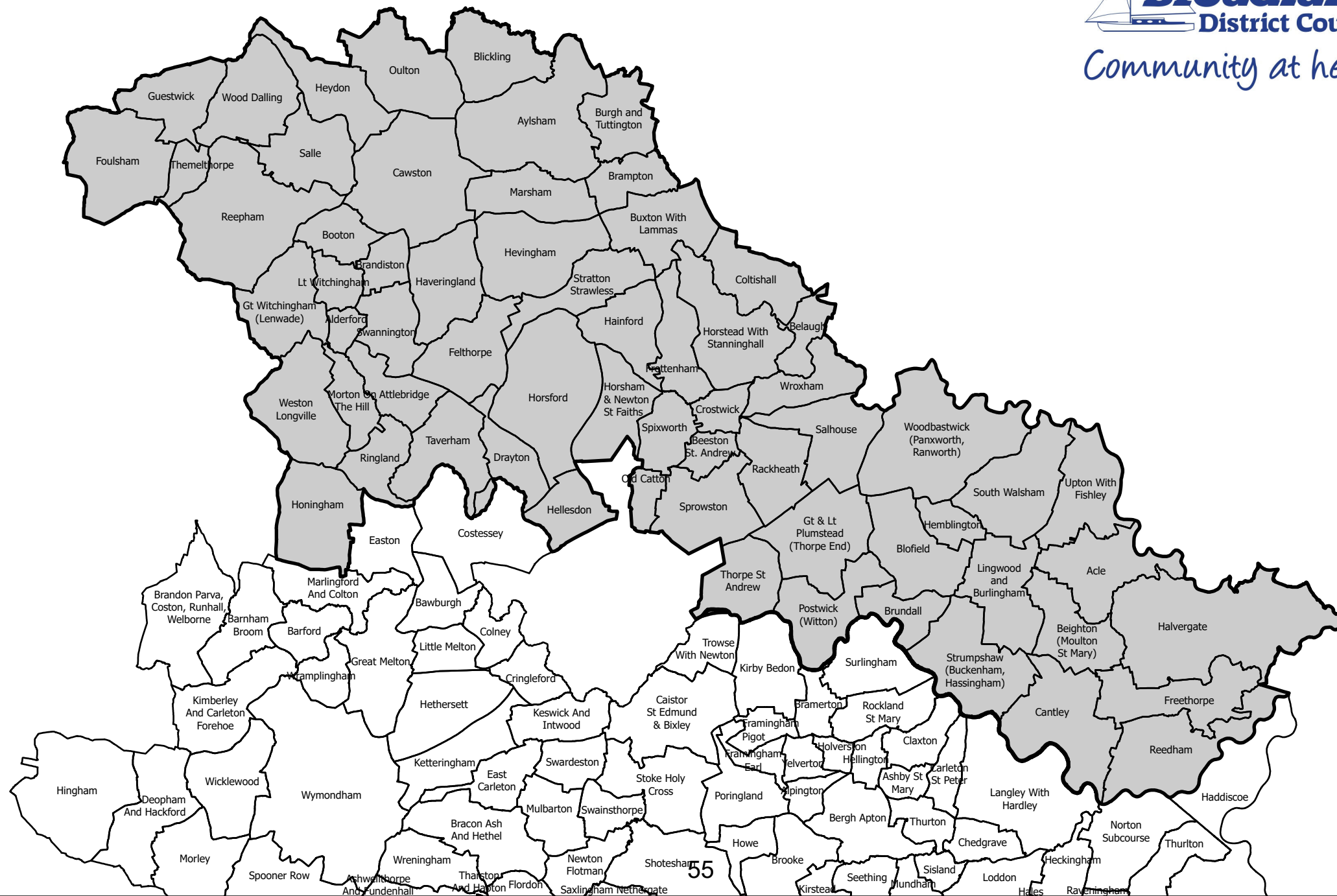
The Common Seal of Broadland District Council

Was hereunto affixed in the presence of

Deputy Monitoring Officer

Officer of the Relevant Service

Appendix 2



Awarding of contracts in relation to the mobilisation of the Horizon Centre

Report Author(s): Debbie Lorimer
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Portfolio: Leader of the Council

Ward(s) Affected: None

Purpose of the Report:

Following the Council decision to move to the Horizon Centre, Officers are working on the mobilisation of the building. As reflected in the Future Office Accommodation Project – Appraisal and Business Case cabinet report in May 2022, there is an element of fit out and works required to the building. The cost of this is subject to finalisation of the spatial design and subsequent procurement but is expected to be at a value that, under the Contract Procedure Rules, the award of the contract will require a Cabinet decision. Due to the ambitious timeline to occupy the building to minimise the costs of running the current offices, inflationary cost pressures on construction materials and to deliver the benefits of the move, this report seeks a delegation to enable the fit out and other contracts to be awarded without delay.

Recommendations:

Cabinet to agree to:

The delegation to the Director Resources in consultation with the Leader of the Council to award contracts for the fit out of the Horizon Centre and other contracts, that are over a £100,000, as long as they are within the overall budgets as outlined in section 2 of this report.

1. Summary

- 1.1 Following the decision to purchase the Horizon Centre and relocate the Council's office, there is a need to procure fit out and other contracts associated with the mobilisation. The value of some of these contracts are likely to be above the £100,000 CMLT delegation. This report seeks delegation to award these higher value contracts so as not to impede the project, given the ambitious timeline for occupation.

2. Background

- 2.1 The Council held an Extraordinary Council Meeting on the 12 May where it approved the purchase of the Horizon Centre, which will deliver significant financial and environmental benefits, as well as cultural benefits for the Officer One Team which will lead to improved performance and service delivery.
- 2.2 The business case that members considered included an element of fit out and associated mobilisation costs within the overall cost of the delivery of the building which Members approved including the related budget. As identified in Appendix P of the May 12 Future Office Accommodation Project – Appraisal and Business Case cabinet report, Wi-Fi is already included within the capital programme for replacement at current sites so will be reassigned to the Horizon Building.

In addition, the Building, Mechanical and Electrical surveys that were undertaken, identified some work that needs to be completed to deliver a fully operational building. The cost of this is contained within the capital programme in the budget for Thorpe Lodge which is to be reassigned.

3. Current position/findings

- 3.1 Officers are working to an ambitious timeline to enable the two Councils to take occupation. The reason for this, is to deliver as quickly as possible the benefits that the move will bring. In particular, the rising costs of heating & lighting the current offices and the inflationary impact on construction materials has increased the need to move quickly.
- 3.2 Under the Contract Procedure Rules, contracts over £100,000 require Cabinet approval. To mitigate the delay this would have on the mobilisation project, it is proposed that the award of fit out and other contracts are delegated to the Director of Resources in consultation with the Leader of the Council, as long as the total cost doesn't exceed the overall budgets (see section 2) for the cost of getting the building fully operational.
- 3.3 For clarity, this delegation will be sought from both South Norfolk and Broadland Cabinets as both constitutions have the same limits for their Contract Procedure Rules. If either Council does not agree to the delegation, then that will have consequences to the overall timeline for delivery.

- 3.4 As the spatial designs are not anticipated to be completed until the end of September it is not possible at the present time to estimate the value of these contracts, as the specifications for the work cannot be drawn up at the present time. However, Members can be reassured that the Procurement Team are part of the mobilisation project team and are involved in the procurement process to ensure any tendering or drawdown from frameworks is carried out in accordance with the Council's Contract Procedure Rules.

4. Other options

- 4.1 Cabinet could decide not to agree the delegation, this would mean that Officers would have to bring in a cabinet report for each contract they wish to award. Depending on the Committee meeting timetable this could require additional Cabinet and Overview & Scrutiny Committees, incurring additional costs and take up additional Officer and Members' time. As identified in 3.1 above there is also inflationary pressures on the cost of materials and the cost of keeping the two existing offices open while the Horizon Centre is mobilised.

5. Issues and risks

- 5.1 **Resource Implications** – Delays in the mobilisation timeline for occupation of the Horizon Centre will mean we will incur increased revenue running costs associated with running the two existing buildings, which are much higher than the Horizon Centre. These costs were detailed in the Cabinet report on the 12 May in the confidential appendix P. In addition, there is the potential for cost inflation on delivery of the Horizon Centre.

The involvement of the procurement team in the mobilisation project and the letting of any contracts should reassure members that due process is being followed in the award of any contracts under this delegation.

- 5.2 **Legal Implications** – None

- 5.3 **Equality Implications** – None

- 5.4 **Environmental Impact** – The Cabinet report on the 12 May outlined that there is an 84% reduction in the carbon footprint compared to the combined carbon footprint of the two existing offices. Therefore, any delay will have a negative impact on realising this benefit.

- 5.5 **Crime and Disorder** – None

6. Conclusion

- 6.1 Following the decision to purchase the Horizon Centre and relocate the Council's office, there is a need to procure fit out and other contracts associated with the mobilisation. The value of some of these contracts are likely to be above the £100,000 CMLT delegation. This report seeks delegation to award these higher

value contracts – so as not to impede the project, given the ambitious timeline for occupation which will ensure the Councils' deliver the benefits of the move as quickly as possible. These benefits include significant savings in ongoing revenue costs, especially at a time when the current cost of heating and lighting the two offices will be increasing due to the rise in energy prices and to mitigate against the cost of inflation.

7. Recommendations

Cabinet to agree to:

- 7.1 The delegation to the Director Resources in consultation with the Leader of the Council to award contracts for the fit out of the Horizon Centre and other contracts, that are over a £100,000, as long as they are within the overall budgets as outlined in section 2 of this report.

Background papers

12 May 2022 Future Office Accommodation Project – Appraisal and Business Case cabinet report



Forward Plan

The Forward Plan sets out the decisions that the Cabinet will be taking over the coming months. The Plan identifies which decisions are key and also highlights the decisions that Cabinet intend to take, which may result in part of the meeting being held in private.

This document will be updated and republished on the Council's website each month. Any queries relating to the Plan should be forwarded to Democratic Services, Thorpe Lodge, 1 Yarmouth Road, Thorpe St Andrew, Norwich, or via email at committee.bdc@southnorfolkandbroadland.gov.uk

What is a Key Decision?

Key Decisions are those that are likely:

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

Why might a decision be made in private?

The public may be excluded from a meeting whenever it is likely that in view of the nature of the business to be transacted, exempt information will be disclosed, for example, information which may reveal the identity of an individual or relates to the financial or business affairs of an individual or organisation. Information should only be made exempt, if it is in the public interest to do so.

Members of the Cabinet:

Shaun Vincent (Chairman) – Policy
Trudy Mancini-Boyle (Vice-Chairman) – Finance
Jo Copplestone – Economic Development

Jonathan Emsell – Transformation & Organisational Development
Judy Leggett – Environmental Excellence
Fran Whymark – Communities, Housing and Planning

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Approach to Resourcing Fraud Work	Cabinet	20 September 2022	Key Decision	Rodney Fincham Assistant Director of Finance	Private Report will include commercially sensitive information
Using Intelligence to Achieve a First-Class Customer Service	Cabinet	20 September 2022	Key Decision	Sinead Carey Strategy and Intelligence Manager	Public
Norfolk Strategic Flood Alliance Strategy Ratification	Cabinet	20 September 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Public
Dog Related Public Space Protection Orders	Cabinet	20 September 2022	Key Decision	Andrew Grimley Environmental Protection Manager	Public
Awarding of contracts in relation to the mobilisation of the Horizon Centre	Cabinet	20 September 2022	Key Decision	Debbie Lorimer Director of Resources	Public
Dog Warden Contract Award	Cabinet	20 September 2022	Key Decision	Andrew Grimley Environmental Protection Manager	Private Report will include commercially sensitive information

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
CRM Business Case	Cabinet	1 November 2022		Corinne Lawrie Assistant Director ICT/Digital	Public
Findings of the Peer Review Team	Cabinet	1 November 2022		Sinead Carey Strategy and Intelligence Manager	Public
Programme Investment in Renewable Energy Infrastructure	Cabinet	1 November 2022	Key Decision	Phil Courtier Director of Place	Private Report will include commercially sensitive information
Broadland Electric Vehicle Charging Point delivery	Cabinet	1 November 2022		Annie Sommazzi Clean Growth and Sustainability Manager	
Bure Valley Path Bridges Repair and Maintenance Contract	Cabinet	29 November 2022	Key Decision	Michael Horton Community Assets Manager	Private Report will include commercially sensitive information
Licensing Fees and Charges Review	Cabinet	29 November 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Public
Licensing Services Review	Cabinet	29 November 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Private Report will include information relating to individuals
Food Safety Service Review	Cabinet	29 November 2022	Key Decision	Nick Howard Assistant Director of Regulatory	Public

Report subject	Decision making body	Date of Decision	Key Decision?	Contact officer	Decision to be taken in Public or Private
Digital Mail Solution	Cabinet	29 November 2022	Key Decision	Craig Moore Internal Consultancy Team Officer	Private Report will include information relating to individuals
Q2 2022/23 Performance Report	Cabinet	29 November 2022		Sinead Carey / Helen Hall Strategy and Intelligence Manager and Strategy and Data Officer	Public
Best in Class Housing Phase 2 Development – Temporary Accommodation	Cabinet	29 November 2022		Richard Dunsire Housing and Wellbeing Senior Manager	Public
Health and Wellbeing Strategy	Cabinet	10 January 2023		Mike Pursehouse Assistant Director Individuals and Families	Public
Housing Development Strategy	Cabinet	10 January 2023	Key Decision	Helen Skoyles Housing Development and Enabling Manager	Public
Broadland Country Park Business Plan	Cabinet	21 March 2023		Michael Horton Community Assets Manager	Public

Please note that decision dates are indicative and occasionally subject to change

**NOT FOR PUBLICATION BY VIRTUE OF SCHEDULE 12A OF PART 1 PARAGRAPH
3 OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED) BY THE LOCAL
AUTHORITIES (ACCESS TO INFORMATION) (VARIATION) ORDER 2006
(contains information relating to the financial or business affairs of any
particular person (including the authority holding that information))**

Pages 64 to 108 are not available
to the public because the
information is confidential as it
includes exempt information about
the financial or business affairs of a
person